



Naval Facilities Engineering Command

Performance Measurement & Assistance Program



October 2001

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Naval Facilities Engineering Command



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Naval Facilities Engineering Command



Mission

**We champion acquisition excellence
to make NAVFAC
the provider of choice.**

Vision

**We dare to innovate...
By leading change.**



INTRODUCTION

The Performance Measurement and Assistance (PM&A) Program utilizes a "[Balanced Scorecard](#)" approach to acquisition oversight with defined metrics to measure the quality of contracting operations and determine client and employee satisfaction.

The PMAP Performance Measurement Model (Scorecard) is comprised of five perspectives [see Figure 1]. These perspectives are maintained to measure the long-term drivers of success. Through these perspectives, an activity can monitor both its current performance and its efforts to improve processes, motivate and educate the employees, and enhance information systems—its ability to learn and improve. Appendix A also provides further definition of the individual perspectives.



[Figure 1]

The PM&A Program encourages and empowers an activity's acquisition team to make continuous improvements in their processes. It also provides a mechanism for contracting organizations to benchmark their performance with like offices and share smart business practices. This guide is intended to provide basic consistency and continuity in program approach and reporting requirements.



OBJECTIVES

The PM&A Program focus is to provide an overall assessment of the effectiveness of an activity's acquisition processes, while encouraging risk management and innovation in the contracting arena.

PMAP objectives are to:

- 1. Assist the activity in understanding and operating an effective acquisition program.**
- 2. Determine the effectiveness of the activity's acquisition processes.**
- 3. Recommend ways and means for the activity to improve effectiveness and responsiveness of the acquisition process while reducing costs and capitalizing on commercial business success.**
- 4. Identify opportunities for general improvements in the activity's Business Management System (BMS).**
- 5. Evaluate existing processes contained within the activity's BMS to assist the activity in avoiding potential statutory/regulatory concerns.**
- 6. Enhance communication throughout NAVFACENGCOM by identifying innovative procedures and advantageous strategies and sharing smart business practices.**

The above objectives are achieved through a process of compiling/analyzing the results of employee/client/management surveys (an annual assessment), activity internal assessments, and on-site validation by the PMAP Team of the activity's BMS. Upon completion of a PMAP On-Site Visit (OSV), a report is issued. The report will reflect the current health of the activity. Copies of all reports will be disseminated to activities for the purpose of circulating information and sharing lessons learned.

When conducting PMAP on-site visits, NAVFACENGCOM policy is to:

- 1. Avoid disruption of operational routines.**
- 2. Ensure the BMS reflects the current acquisition processes and that periodic internal assessments relative to their BMS are conducted and process adjustments made.**
- 3. Identify ways for improving the efficiency and effectiveness of the acquisition process.**
- 4. Identify and share smart business practices.**
- 5. Counsel and assist by providing information, feedback, and guidance relative to risk taking and innovations taken by the activity.**



ASSESSMENT TECHNIQUES

Annual Assessment

The annual assessment consists of data received from sources key to performance of the contracting organization such as clients, employees and management (self-assessment). A web-based survey is utilized to collect this data. Activities can use the results of this assessment to identify strengths and opportunities for improvement relative to the assessment criteria.

Activity Internal Assessments

The BMS is a plan that reflects the activity's current acquisition processes. The purpose is to assure that each organization has an effective contract management program in place to maintain contracting systems control and integrity and to facilitate continuous improvement in contract quality in all phases of the acquisition process. As a supplement to this, the contracting office is responsible for conducting periodic internal assessments relative to their BMS. Areas of concern identified in the internal assessments should result in appropriate revisions to the activity's BMS, as well as applicable training and/or experience.

On-site Assessment Visits

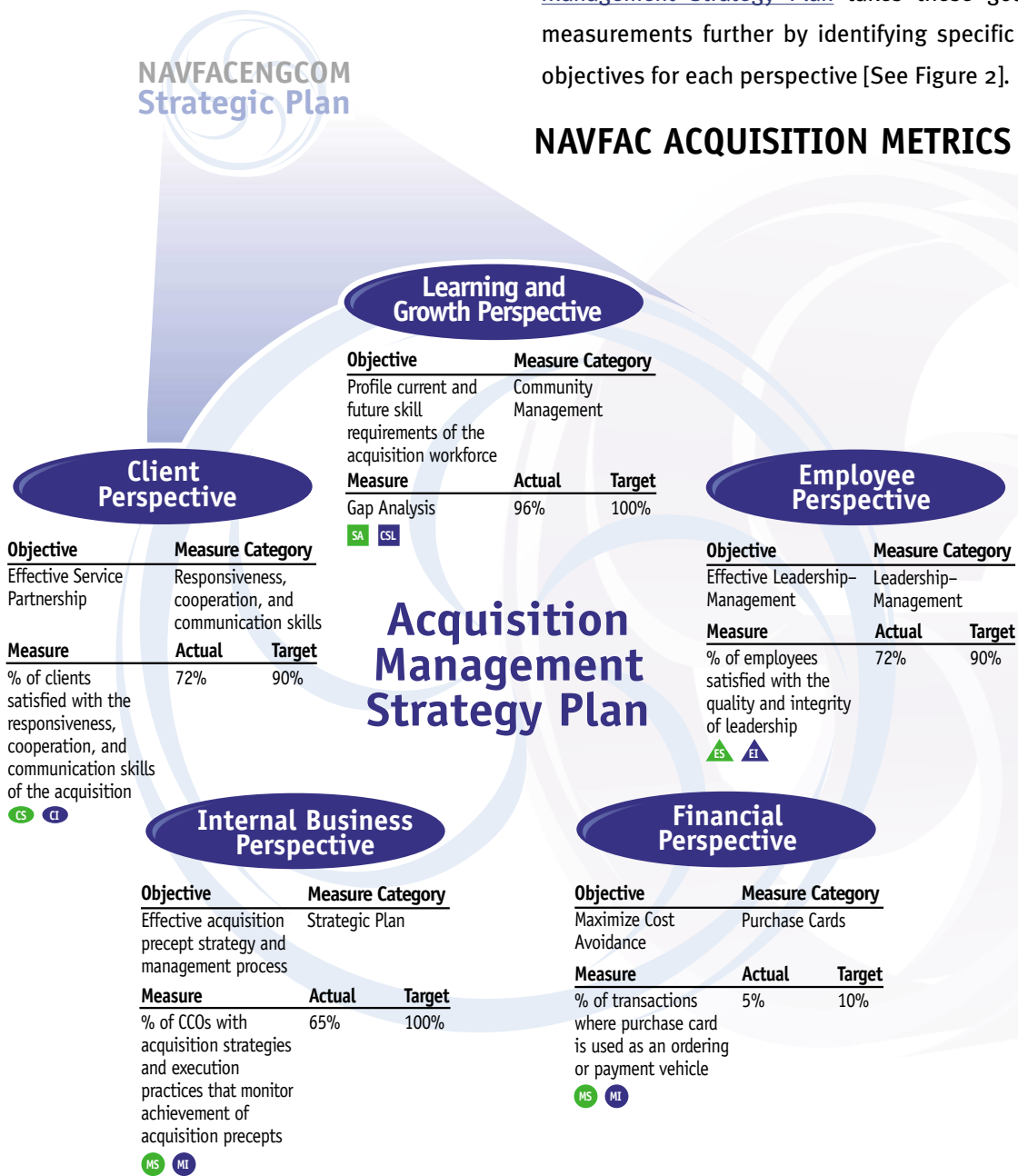
The purpose of the On-Site Visit (OSV) is to assess the overall health of the contracting organization. On-site assessments validate the employee, client, and management survey results; ensure the BMS reflects current acquisition processes; ensure that internal assessments relative to the BMS are conducted; and ensure that regulatory/statutory controls are in place. OSVs are scheduled three years in advance. EFD/EFA PMAP OSV schedules shall be current, but as a minimum shall be updated NLT 30 August of each year on the Datawarehouse website.



PERSPECTIVES/PERFORMANCE GOALS

The PMAP Performance Measurement Model [Figure 1] identifies goals and measurements for organizational performance in five distinct perspectives. The [ACQ Management Strategy Plan](#) takes these goals and measurements further by identifying specific annual objectives for each perspective [See Figure 2].

NAVFAC ACQUISITION METRICS



Data Systems--Annual

ES Employee Survey	MS Management Survey
CS Client Survey	SA Based on output of Skills Assessment review/revise IDPs

Data Systems--Tri-Annual

CI Client Interviews during on-site visits
MI Management Interviews during on-site visits
EI Employee Interviews during on-site visits
CSL Assess current skill levels; measure change from 2000 baseline

Data Source: PMAP Survey and Skills Assessment

[Figure 2]



SURVEYS/STATISTICAL DATA

Activities are assessed on an annual basis through the use of web-based surveys that are sent to sources key to the performance of each contracting organization such as clients, employees and activity managers. The NAVFAC Headquarters PMAP Team and/or EFD/EFA PMAP personnel will perform an [analysis of this survey data](#). The results of this analysis is then made available online to all survey participants.

The following provides a description of the different survey instruments that are used for the annual assessment:

Employee Survey

This [survey instrument](#) is utilized to measure the employee's degree of satisfaction with the quality of their work environment and their perception of the degree to which operations in their contracting office are conducted in an efficient, professional and ethical manner. All activity employees who perform acquisition functions will be asked to participate in this survey. The employee base (for field offices only) includes technical personnel as well as contracting personnel.

Client Survey

This [survey instrument](#) is designed to measure the client's degree of satisfaction with the contracting office in the areas of service/partnership, timeliness and quality. The survey focuses on areas such as the contracting office's planning activities, including the establishment of lead times and acquisition milestones; responsiveness of the contracting office staff in providing information and solving problems throughout the acquisition; and effectiveness of contract administration to ensure the timely delivery of goods and services that meet the needs of the client. Representative samplings of an activity's clients are selected to participate in this survey.

Management Self-Assessment Survey

This [survey instrument](#) is used to obtain from the Chief of the Contracting Office (CCO) a self-assessment of the contracting organization's acquisition processes. The survey focuses on areas such as the degree to which the activity's BMS is being utilized to ensure compliance with applicable laws, regulations and good business practices; workforce planning (including grade distribution, span of control, performance evaluation criteria, etc.); training and certification process; management information systems; organizational checks and balances; and degree of service/partnership with clients. This self-assessment survey is validated during the on-site PMAP visit.



PRE-ON-SITE VISIT ANALYSIS

A pre-On-Site Visit analysis should be made of the activity's BMS. Results of any internal assessments, to include relevant statistical data should be requested from an activity prior to the OSV. Additionally, results from the last 2 years survey assessments should be reviewed. Augmentees should be included in the pre-site analysis and notified of their expected role.

ON-SITE VISIT BRIEFING

The PMAP team leader shall make an appointment with the activity's commanding officer, or appropriate personnel, at the beginning of the OSV to introduce the team members, and discuss the objectives of the visit and methodology to be used.

FUNCTION/TIME FRAMES

A sample time frame for OSVs is shown below. It can be tailored to meet the requirements of smaller activities.

FUNCTION	SAMPLE TIME FRAME
Notification	60 days prior to OSV
Prepare	Perform pre-On-site analysis of BMS/any data requested
Confirmation Letter	15 days prior to OSV
OSV	Time frame as necessary
Report	Within 30 days of OSV

COMMUNICATION

During an OSV, it is vital that the lines of communication are kept open and there is a continuous flow both up and down-the-line of hierarchy. It is this communication and exchange of ideas and information that creates an environment where assistance and improvement can be affected. Team members should share information in a positive, unobtrusive manner. Interview questions should include questions that seek information related to the annual survey results in addition to other fact-finding questions. (See sample [Employee](#), [Client](#) and [Management](#) interview questions).



ON-SITE VISIT DEBRIEFING

At the close of the OSV, the PMAP team leader will schedule an appointment with the commanding officer (or designee) as well as the CCO and division/branch heads to conduct a debriefing. The purpose of the debriefing is to advise the activity of the overall health of the activity.

REPORT FORMAT

A [report template](#) has been developed to assist in writing the on-site visit report. Use of this report template is mandatory for all NAVFAC On-Site PMAP Reports. It is designed to provide the structure and standard for On-site PMAP Reports.

CONCLUSION

The focus of the PM&A Program is to provide a program management control platform that is based on performance metrics that are tracked continuously over time to look for trends, best and worst practices, and areas for improvements.

The PMAP team conducts an overall assessment of an activity's acquisition processes and performance based on the balanced scorecard perspectives.

The PM&A Program encourages activities to capitalize on commercial business success, establish standard processes that will reduce effort and costs, and operate utilizing appropriate risk management and innovation practices in the contracting arena.

Recommendations are made to assist the activity in improving effectiveness and responsiveness in the acquisition process.



CLIENT PERSPECTIVE –*Timeliness, Quality, & Service Partnership*

Continued

TOOLS FOR FURTHER ANALYSIS

In cases where key measures indicate improvement is needed, the organization should carefully examine the process for possible benchmarking. Other measurement and assessment means for timeliness, quality, and service partnership are as follows:

TIMELINESS

Timeliness can be measured and assessed by either cycle time or procurement administrative lead-time (PALT). PALT represents the time from receipt of a complete and proper Procurement Request (PR), or similar initiation of a contracting action through contract award. In either situation, processing time can also be compared by benchmarking accomplishments over time or by comparisons with other similar operations.

QUALITY

To insure that quality is being met, the acquisition process used to obtain goods or services should be examined (such as the use of best value acquisition methods, use of past performance as a significant evaluation criterion, type of specifications used, etc.) to determine if this contributes to potential problem areas. Additionally, the product knowledge of the contracting officer and the value added in the acquisition process (such as constantly improving recurring contracts) should be targets of the review.

SERVICE/PARTNERSHIP

The service/partnership process should be carefully examined to identify barriers to effective communications; specifically what areas of improved service from the contracting office would produce value added goods/services to the client. Other areas could include: knowledge of the goods/services procured; office resources available to provide proactive services to the clients; and efforts to promote partnerships with clients and improve workplace morale.

GOAL: Achieve acquisition excellence, in order to obtain timely delivery, fairly priced, high-quality goods and services. Accurate, timely, and efficient management information is collected for the acquisition process.

Strategic Planning is a focal process in the internal business perspective. This process should identify

The Management Self-Assessment Survey, which is completed by the CCO and office management team assesses the office's degree of achievement for this perspective. On-Site Visits validate this self-assessment.

Contracting office has an adequate BMS in place to ensure an effective and efficient acquisition process and plans are translated into an effective performance management system.

Developed processes and demonstrated support on the following issues:

- compliance with applicable laws, regulations
- strategic action plans provide a clear basis for tracking performance related to the plans
- good management practices
- workforce planning (including grade distribution, span of control, performance evaluation criteria, overtime, etc.)
- training and certification process
- appropriate use of funds
- systems to manage excessive year-end spending
- management information systems (PD2, FIS)
- organizational checks and balances
- internal guidance
- acquisition strategy
- management information systems



INTERNAL BUSINESS PERSPECTIVE – *Acquisition Excellence; Accurate, Timely, and Efficient Data Collection; & Electronic Commerce*

Continued

TOOLS FOR FURTHER ANALYSIS

In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking.

Areas for further study or review might include:

Acquisition Excellence:

- market research
- innovation
- risk taking
- best value acquisition methods
- contractor selection process
- monitoring of contractor performance
- documentation
- training
- effective utilization of feedback in process design, implementation, and improvement
- significant differences between short and long-term strategic plans
- effectiveness of strategic plans in achieving activity vision

Accurate, Timely, and Efficient Data Collection:

- systems database
- data entry process

Electronic Commerce:

- E-SOL
- NAFI
- Web Utilization



LEARNING AND GROWTH PERSPECTIVE – Mission Goals

GOAL: Contracting organizations provide a protocol for continuous improvement for achieving the overall mission of the acquisition process.

This perspective identifies the infrastructure an organization must build to create long-term growth and improvement. Management commitment to continuous improvement begins with a clear articulation of its mission, goals, and objectives. A sense of strategic direction is needed that will ensure client needs/expectations are met and that acquisition processes add value to the overall organization.

The Management Self-Assessment Survey, which is completed by the CCO and office management team, assesses the office's degree of achievement for this perspective. The Employee Survey, Client Survey, and On-Site-Visit evaluate and/or validate this perspective, as well.

KEY MEASURE

CCO and office management team assess the office's degree of achievement in the following areas:

- promotion of technology to improve the flow of information between service providers and clients
- management support for continuous improvement

PROCESS FOCUS

The following should be areas of focus:

- Fostering an environment that provides the opportunity for risk-taking and innovation
- Plans for improvement are communicated throughout the contracting office
- Smart business practices are identified and adapted for agency use

TOOLS FOR FURTHER ANALYSIS

In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking.

In-depth follow-up interviews with management and employees and an examination of the extent to which the organization and client coordinate on technological improvements may be used to further explore this area.



EMPLOYEE PERSPECTIVE – Professional Workforce, Quality Work Environment, & Leadership/Management

GOAL: Recruit, re-skill, and retain, a professional acquisition workforce. Provide a positive working environment that enhances job performance. Conduct acquisition business in an efficient and ethical manner, free of organizational conflicts of interest, providing goods and services that represent the best value to the Government and taxpayers.

This perspective addresses our changing environment and human capital issues. The acquisition process is becoming more complex every year. New legislation, accelerating technology, declining budgets and personnel ceilings require that we find innovative ways to improve the way we do business. To meet changing requirements and client expectations, employees are being asked to take on dramatically new responsibilities that require skills, capabilities, technologies, and organizational designs that were previously unavailable.

Management has a vital role in setting the tone for the conduct of the acquisition workforce that motivates their performance to high quality and productivity levels. Active and effective community management will contribute to success of the acquisition workforce.

An employee survey will be used to obtain the perceptions of the employee. Management also evaluates the professional workforce. The Client Survey, Management Self Assessment Survey, and On-Site-Visit evaluate and/or validate this perspective, as well.

KEY MEASURE

Ability to recruit, re-skill, and retain a professional acquisition workforce and manage the staffing structure and skill mix to provide the best performance. Measures may include factors such as:

- level of education, experience, training and development of the acquisition workforce
- employees' degree of satisfaction with tools available to perform their job effectively
- mechanisms in place to ensure effective communications to accomplish job requirements
- physical configuration of employees workspaces (e.g. safety, health, ergonomics)
- employees' perception of the organization's professionalism and organizational values (Is the contracting office viewed as a professional supplier of contracting support, adding value to the accomplishment of agency mission? Are the managers viewed as acquisition professionals?)

Continued

- percentage of the acquisition workforce that are certified at their level under DAWIA. How does it compare with the last three years?
- years of experience the acquisition workforce has in their field
- does the contracting office have an effective process for recognizing and rewarding professionalism of the workforce?
- employees' perception of the organization's culture. (Does the contracting office balance all of its needs (i.e., needs of the client with the need to uphold public confidence and spend money effectively)?)
- employees' perception of organizational values (Is the process viewed as possessing high ethics and integrity?)
- effective community management plans. (Are plans in place to manage workforce structure and skill mix? Are the plans monitored? Identify trends and goals.

In managing the contracting office, management must ensure that the organization has integrity and is free from organizational conflicts of interest. Managers in the contracting office must foster a professional environment that promotes the acquisition of goods and services from responsible contractors that represent best value to the Government and taxpayers, which are delivered on time, consistent with statutes, programmatic requirements, and smart business practices



EMPLOYEE PERSPECTIVE – Professional Workforce, Quality Work Environment, & Leadership-Management

Continued

TOOLS FOR FURTHER ANALYSIS

In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking.

Depending on the results of the assessment, additional analysis in the following areas may be desired or required:

- turnover ratios
- age of the workforce (are key personnel eligible to retire?)
- timely filling of vacancies with highly qualified personnel
- contracting office's management infrastructure
- the organization's executive direction
- structure and organizational placement of the activity
- staffing and career development plans
- organization's BMS
- organization's standards of conduct program
- process of communicating effective policy and procedural guidance to personnel involved in the acquisition process

GOAL: Maximize the savings or avoidance of cost through the deliberate efforts of the acquisition team, either acting on its own or in concert with its program offices and clients.

KEY MEASURE

- use of purchase cards (percentage of use as an order/payment vehicle)
- claims avoidance techniques
- innovations that result in significant cost and/or time saving

In cases where key measures indicate improvement is needed, the contracting office should carefully examine the process for possible benchmarking.





The **Balanced Scorecard**
is an approach to **performance**
measurement that combines **traditional**
financial measures with **non-financial**
measures to provide managers with **richer** and
more relevant information about
activities they are managing.

Two **common** and **important**
characteristics of Balanced Scorecard
designs are the **clustering of similar**
types of measures into groups (called
perspectives), and a **focus on limiting**
the number of measures reported
to improve **clarity** and **utility**.



Acquisition Management Strategy Plan



Naval Facilities Engineering Command

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Forward

Change has become a constant factor within acquisition. As a vital asset to the Naval Facilities Engineering Command, the following Acquisition Management Strategy Plan provides a blueprint for field office contract execution. The plan is organized around concepts involving interdependency, acquisition strategy balance, performance based specifications, acquisition precepts, community management and the Resident Officer in Charge of Contracts. This plan will concentrate our energy and guide our actions over the next two years toward continuous improvement in our support of the Navy shore facilities programs.

Our plan is shaped to reflect the road to the 21st Century. Implementing change involves taking risks and accepting difficult challenges. We have tried to anticipate the future characteristics of these challenges, but we know that major shifts in the way the Navy operates are on the horizon. NAVFAC is a global command, and acquisition decisions in one region often have an effect on other regions and the industry. Our acquisition strategy plan must be creative and consistent to our industry, our clients, and the Navy. I am confident that whatever the changes in course are, NAVFAC will mold and shape the organization to better meet our client's needs.

This plan is intended to be a living document with the flexibility to adapt to our ever-changing environment. We begin this effort with optimism that our vision of excellence will be realized through your leadership and individual actions.



R. R. Boyer
Director Acquisition



Acquisition Management Strategies

Interdependency

Acquisition execution has a mutually dependent effect among offices as we carry out our acquisition responsibilities for competition, socioeconomic goals, process fairness and integrity, and innovation. For example, one office's use of a contract strategy that negatively affects competition will likely restrict another office's use of similar practices. In order for the Naval Facilities Engineering Command to meet our commitments for acquisition, we must be aware of our interdependent relationships between all acquisition offices.

Acquisition Strategy: Balance

It is imperative that we balance the use of innovative strategies while moving forward to acquire better products and services faster and at lower prices. The pendulum has moved from the excessive reliance on sealed bid procedures and stand-alone procurements to best value and multiple award contracts. Acquisition offices must be aware of potential consequences of excessive use of new strategies that could return us to less efficient processes.

Performance Based Specifications

DoD is aggressively moving in a direction for increased use of commercial contracting strategies. In particular, there is greater importance for performance based specifications. Use of outcome based service contracts and design/build construction specifications are examples of this initiative.



Acquisition Precepts:

Acquisition strategies require compliance with overarching responsibilities. Each EFD/A is accountable for developing acquisition strategies and execution practices that achieve the following:

- NAVFAC has a corporate competition goal of 95% of all dollars. Competition is the cornerstone of achieving fair and reasonable prices. Actions under multiple award contracts are included in competition goals.
- Small and Disadvantaged Business Utilization Program Goals have been distributed to all acquisition offices. Accomplishment of prime contracting and subcontracting goals require execution oversight to ensure your office is on target.
- Use of “best value” selection practices has demonstrated improvements to the quality of firms selected and their work. For each Command, our objective is to increase use of best value selection actions by 5% over sealed bid procurements. “Best value” competitions under a multiple award contract vehicle are counted towards this goal.
- DoN has mandated use of the purchase card for small commercial items. Within NAVFAC, full compliance in the use of purchase cards for purchases and task orders for construction less than \$2000 and services less than \$2500 is required.
- DoD has established a requirement for implementation of electronic acquisition processes. SPS and internet based strategies are primary means for achieving paperless objectives. For all NAVFAC acquisition offices, there is a paperless acquisition goal of 80% by the end of FY00.
- NAVFAC is identified as the leader of performance based service contracts within the Navy. We must continue acquisition strategies that achieve 95% use of performance based specifications for services versus prescriptive specification approaches.
- Design/Build strategies have demonstrated project savings and completion time efficiencies. Improvements in efficient administrative effort and less claims are additional benefits. Use of this strategy should be seriously considered when developing your overarching acquisition plan. An emerging contract strategy entitled “contract to budget” should also be considered as it encompasses many of the same principles found in Design/Build. Actions conducted under multiple award construction contracts are candidates for Design/Build strategy.

Community Management

Our strength and future is in our workforce. Issues regarding the acquisition workforce profile with regard to grade structure, skill mix, recruitment, retention, and professional development are contained in the Acquisition Community Management Plan. Implementation and support of this plan through the Chief of the Contracting Office (CCO) will ensure the acquisition community is prepared to meet our challenges for tomorrow.

ACQ Support: Resident Officer In Charge of Contracts (ROICC)

NAVFAC is committed to the use of an integrated product team approach that maximizes our core acquisition and engineering competencies. It is the EFD/EFA CCO's responsibility to support the Resident Officer in Charge of Contracts through the use of innovative acquisition strategies that employ minimum execution time frames.

Implementing electronic business processes and eliminating duplication of the contractor's functions will allow for savings and more efficient business practices. Acquisition strategies that utilize the electronic processes, such as the Web, have identified savings in administrative services.



Guide to Analyzing Survey Results



Naval Facilities Engineering Command



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The substantive statements in the PMAP client, employee and management survey instruments are divided into specific categories and subcategories under the [NAVFAC PMAP Performance Measurement Model](#) as shown in Table 1-1.

Table 1-1 Survey Category Definitions

<u>Category</u>	<u>Instrument</u>	<u>Perspective</u>
Timeliness	<i>Client Survey</i>	<i>Client</i>
Service/Partnership	<i>Client, Employee & Management Survey</i>	<i>Client</i>
Quality Work Environment	<i>Employee Survey</i>	<i>Employee</i>
Leadership/Management	<i>Employee Survey</i>	<i>Employee</i>
Acquisition Excellence	<i>Management Survey</i>	<i>Internal Business</i>
<i>Quality Management Systems</i>		
<i>Acquisition Planning</i>		
<i>Selection of Procurement Method</i>		
<i>Contract Administration</i>		
Accurate, Timely and Efficient Data Collection/Electronic Commerce	<i>Management Survey</i>	<i>Internal Business</i>
<i>MIS/Data Collection</i>		
Professional Workforce	<i>Management Survey</i>	<i>Employee</i>
<i>Education</i>		
<i>Experience</i>		
<i>Training</i>		
<i>Development</i>		
Meet Mission Goals	<i>Client, Employee & Management Survey</i>	<i>Learning & Growth</i>
<i>Continuous Improvement</i>		
<i>Best Practices</i>		

The substantive statements in the client and employee surveys request participants to respond with respect to their level of agreement with the survey statement as well as their perception of the importance of the statement. The definition of these two scales is provided in Table 1-2.

Table 1-2 LoA and LoI Scales

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Agreement (i.e., level of agreement with survey statement) <ul style="list-style-type: none"> ➤ 5 = Strongly Agree ➤ 4 = Agree ➤ 3 = Neither Agree Nor Disagree ➤ 2 = Disagree ➤ 1 = Strongly Disagree | <ul style="list-style-type: none"> • Importance (i.e. perception of the importance of the survey statement) <ul style="list-style-type: none"> ➤ 5 = Essential ➤ 4 = Very Important ➤ 3 = Somewhat Important ➤ 2 = Slightly Important ➤ 1 = Not Important |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

CLIENT/EMPLOYEE REPORTS

The survey responses are compiled into resultant reports that can be used by Management to determine the satisfaction level of their clients and employees. The reports contain the actual statements from the survey with compiled results, and are the best tool to use to pinpoint issues where improvements can be made. The following provides general information as to how the LOA and LOI are derived for these reports.

Level of Agreement

Example: To derive the percentage of respondents who answered questions STRONGLY AGREE, the number of "5" coded responses for a given question is divided by number of responses. For example, if five of ten respondents to a question answered STRONGLY AGREE, the percentage for the STRONGLY AGREE column would be 50%.

Agreement						
Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	General Agreement	Responses
50%	20%	10%	10%	10%	70%	10

For each question, the "General Agreement" percentages within the reports are the sum of "Strongly Agree" and "Agree." (50 + 20 = 70%)

Level of Importance:

Example: To derive the percentage of respondents who answered questions ESSENTIAL, the number of "5" coded responses for a given question are divided by the number of responses. For example, if seven of eight respondents to a question answered ESSENTIAL, the percentage for the ESSENTIAL column would be 87.5%.

Importance					
Essential	Very Important	Somewhat Important	Slightly Important	Not Important	Responses
87.5%	12.5%	0%	0%	0%	8

MANAGEMENT SELF-ASSESSMENT REPORT

One management "self-assessment (SAS)" survey is submitted for each activity. This survey is completed by the activity Chief of the Contracting Office (CCO), with input from the activity management team. There are two sections to each statement on the management "self-assessment (SAS)" survey. CCOs are asked to rate their organization on a 1-5 scale for each statement and also indicate how important that statement is to their organization. For example:

An effective system is in place to ensure that all employees receive timely and pertinent training.

Management Rating of Organization					
Very Great Extent	Great Extent	Some Extent	Little Extent	Very Little Extent	Responses
0%	100%	0%	0%	0%	1
Importance					
Essential	Very Important	Somewhat Important	Slightly Important	Not Important	Responses
100%	0%	0%	0%	0%	1

SUMMARY REPORT

Each contracting activity has been assigned one of the following "Activity" Category Codes in order to sort the survey data by "like activities" for comparison purposes.

<u>Activity Category Code</u>	<u>Type of Organization/Function</u>
1	EFD/EFA Multifunction preaward/postaward contracting operations
2	EFD/EFA direct report contracting organization Multifunction preaward/postaward contracting operations
3	EFD/EFA direct report contracting organization Single function contracting operations

The survey results from "like" activities, as determined by the Activity Category Code assigned to the activity, are displayed in a Summary Report. This report depicts the "raw" and "normalized" data value for each of the survey categories for each activity. It also identifies the value of the Benchmark ("best in class") activity, the value of the activity with the Nadir (lowest value), the Range (difference between Benchmark and Nadir) and Average value of all activities.

2001 Summary of Performance Measures -- Category 1 NAVFAC Contracting Activities - Raw Data									
		Activity A	Activity B	Activity C	Activity D	Benchmark	Nadir	Range	Average
Client Survey	Timeliness	.754	.776	.671	.739	.776	.671	.105	.735
	Quality	.769	.755	.686	.761	.769	.686	.083	.743
	Service/ Partnership	.820	.782	.862	.825	.862	.782	.080	.822
Employee Survey	Quality Work Environment	.875	.740	.823	.874	.875	.740	.135	.828
	Leadership/ Management	.809	.728	.805	.708	.809	.708	.101	.763
Self Assessment	Professional Workforce	.818	.764	.927	.855	.927	.764	.163	.841
	Acquisition Excellence	.770	.810	.960	.950	.960	.770	.190	.873
	Accurate, Timely, and Efficient Data Collection/Electronic Commerce	.650	.650	.675	.925	.925	.650	.275	.725
	Meet Mission Goals	.765	.727	.921	.878	.921	.727	.194	.823

2001 Summary of Performance Measures -- Category 1 NAVFAC Contracting Activities - Normalized Data

		Activity A	Activity B	Activity C	Activity D	Benchmark	Nadir	Range	Average
Client Survey	Timeliness	.790	1.000	.000	.648	1.000	.000	1.000	.610
	Quality	1.000	.831	.000	.904	1.000	.000	1.000	.684
	Service/ Partnership	.475	.000	1.000	.537	1.000	.000	1.000	.503
Employee Survey	Quality Work Environment	1.000	.000	.615	.993	1.000	.000	1.000	.652
	Leadership/ Management	1.000	.198	.960	.000	1.000	.000	1.000	.540
Self Assessment	Professional Workforce	.331	.000	1.000	.558	1.000	.000	1.000	.472
	Acquisition Excellence	.000	.211	1.000	.947	1.000	.000	1.000	.539
	Accurate, Timely, and Efficient Data Collection/Electronic Commerce	.000	.000	.091	1.000	1.000	.000	1.000	.273
	Meet Mission Goals	.196	.000	1.000	.778	1.000	.000	1.000	.494

The “raw data” value for the Summary Report under the categories **Timeliness, Quality, Leadership/Management and Quality Work Environment** is derived by averaging the “General Agreement” value on applicable employee and client survey reports for statements under each of these categories.

For example:

Category – Timeliness (5 questions)

General Agreement (.788 + .794 + .797 + .71 + .682 = 3.771 / 5)

Value for Summary Report: .754

ACTIVITY CLIENT REPORT												
Category - Timeliness	Agreement						Not Applicable		Importance			
Question	Strongly Agree	Agree	Disagree	Strongly Disagree	General Agreement	Responses	% of All Responses	Responses	Very Important	Important	Not Important	Responses
The contracting office works with me to develop acquisition strategies early in the acquisition process.	21.2%	57.6%	18.2%	3.0%	78.8%	66	9.6%	7	59.4%	39.1%	1.6%	64
Contracting office planning is effective in obtaining timely goods/services.	23.5%	55.9%	17.6%	2.9%	79.4%	68	6.8%	5	68.2%	31.8%	0.0%	66
The contracting office provides access to the status of my requirements	27.7%	58.0%	15.9%	4.3%	79.7%	69	5.5%	4	62.7%	37.3%	0.0%	67
The contracting office responds to my needs in a timely manner.	27.5%	43.5%	23.2%	5.8%	71.0%	69	5.5%	4	74.6%	25.4%	0.0%	67
Goods/services are delivered when I need them.	18.2%	50.0%	27.3%	4.5%	68.2%	66	9.6%	7	76.6%	23.4%	0.0%	64

The “raw data” value for the Summary Report under the categories **Professional Workforce, Acquisition Excellence, and Accurate, Timely and Efficient Data Collection/Electronic Commerce** is derived by adding the ratings (1 to 5) assigned by the CCO to each statement under that category and dividing that sum by the number of responses, multiplied by 5. Since there is only one management response from each activity, this sum would be the number of questions in that category. For example, under the category Professional Workforce:

<u>Professional Workforce</u>	<u>Sum</u>	<u># Questions</u>
Education		
Q1 – rating = 5		
Q2 – rating = 3	8	2
Experience	7	2
Training	16	4
Development	14	3
Total	45	11 questions x 5 = 55

$$45 / 55 = .818 \text{ (“raw data” value on Summary Report for Professional Workforce)}$$

Since there are survey statements under the categories **Service/Partnership and Mission Goals** on the employee, client and management self-assessment surveys, the “raw data” value for the Summary Report under these categories are weighted.

For example:

	No. of Questions	Value	Weighted Value
Mission Goals			
Client Survey	2	1.000	2.0
Employee Survey	5	.840	4.2
Self Assessment Survey	12	.683	8.2
Value for Summary Report	19		.758
Service/Partnership			
Client Survey	8	.750	6.000
Employee Survey	3	.800	2.400
Self Assessment Survey	9	.644	5.800
Value for Summary Report	20		.758

The “Normalized Data” section of the Summary Report weights the values shown on the “Raw Data” section in order to graphically display on the spider charts the difference in values between one activity and another when the range of values is too close to distinguish one from another. To derive this normalized value, the Nadir “raw data” value is subtracted from individual activity “raw data” value. This result is then divided by the “raw data” Range value.

Example – Category Timeliness:

Activity A “raw” value	.754
Nadir	<u>-.671</u>
	.083 / .105 (Range)
Activity A “normalized value	.790

HIGHEST AGREEMENT/DISAGREEMENT REPORTS

These reports depict the five client and employee survey statements with the highest level of agreement or disagreement.

The sum of “strongly agree” and “agree” values on the client and employee reports were used to determine the five statements with the highest level of agreement.

The sum of “strongly disagree” and “disagree” values on the client and employee reports were used to determine the five statements with the highest level of disagreement.

DEMOGRAPHIC REPORTS

These reports depict the consolidated EFD/EFA responses by employees to specific demographic questions covering areas such as education, experience and training. This data will provide information to enable comparisons among the perspectives of various groups of employees.

NARRATIVE COMMENTS

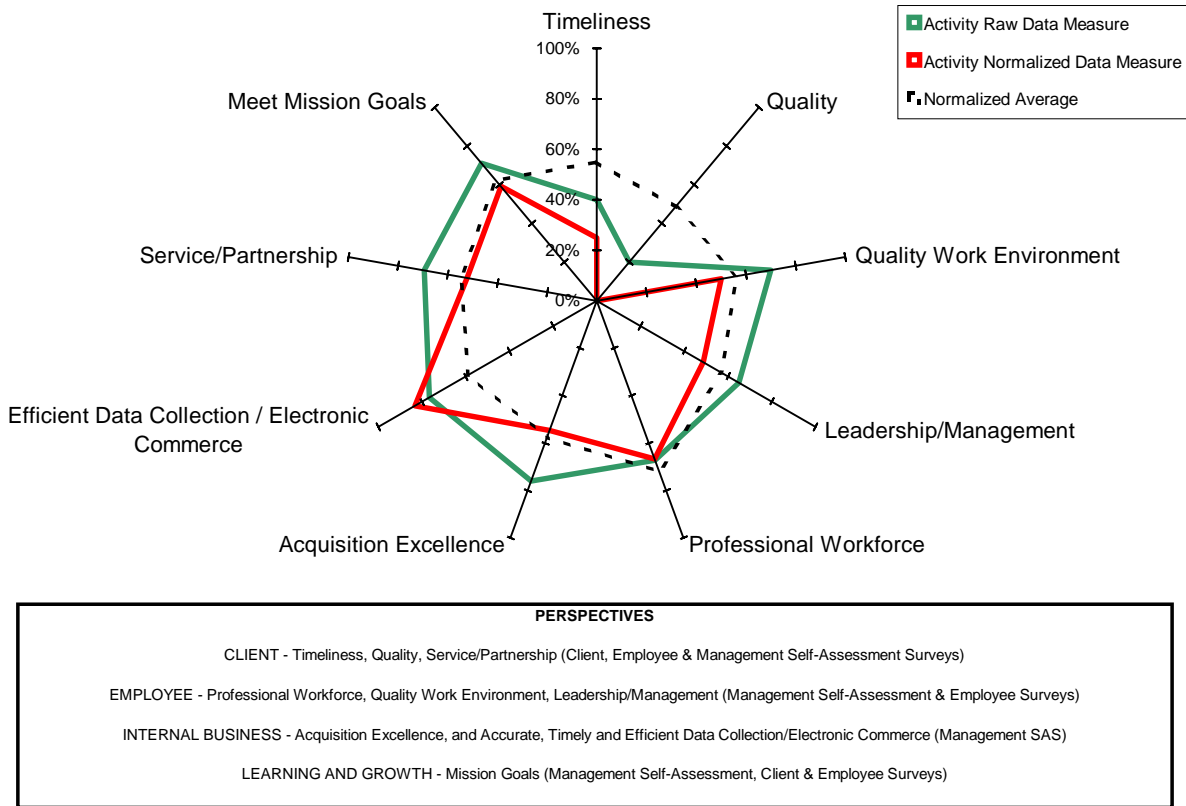
The employee, client and management surveys request respondents to describe, from their perspective, the most important thing(s) that the activity is doing exceptionally well as an organization and the most significant improvement(s) the activity could make to enhance their effectiveness. Access to narrative comments is password protected. Contact the activity Chief of the Contracting Office (CCO) or your PMAP Coordinator to request access to the narrative comments for your activity.

SPIDER CHARTS

The nine “arms” of the spider chart represent the categories under the [NAVFAC PMAP Performance Measurement Model](#) as shown in Table 1-1.

The spider charts give an overall quick look at the health of the organization ([See Table 1-3](#)). The GREEN line shows the activity’s actual performance measure shown on the Summary Report. The RED line shows the activity’s performance compared to other like activities. The activity’s actual performance measurement (raw data) is normalized in order to graphically display the difference in performance measurement between activities when the range of values is too close to distinguish. The dotted line is the normalized average for like activities.

Table 1-3 Spider Chart



ANALYZING EMPLOYEE SURVEY RESULTS

The following steps should be taken in analyzing employee survey results:

- Look at the survey response base on the employee report. The number under the heading “responses” indicates how many survey responses were received. (The number of surveys sent and the number received can also be found on the Summary Reports.) When analyzing survey data, the number of responses received should be taken into consideration.
- Skip to the last two statements/questions on the survey. These responses provide a general employee rating of the organization and tell you if employees feel they have been provided feedback from previous PMAP surveys.
- Review the Highest Disagreement Report. This report depicts the five statements on the employee survey report that show the highest level of disagreement. Management may choose to address some of the issues themselves, and/or form teams to work on others. Since this data is a reflection of employees’ perspectives, and employee “buy-in” is improved when they take part in solutions, it is strongly suggested that employees participate on teams. Do not make the mistake of taking on too many issues at once. Review the Summary Report to identify the “like offices” that are best in class for the

areas that your office might need to improve. Consider contacting those offices and reviewing their applicable processes to find out what they may be doing right.

- Narrative comments from employees should be reviewed and analyzed to determine if any suggested improvements or comments can/should be acted upon.
- Be sure to share results with the office and highlight both the good and the bad. This can be done several ways, but an all hands meeting where discussion can take place is recommended.

ANALYZING CLIENT SURVEY RESULTS

The following steps should be taken in analyzing client survey results:

- Look at the survey response base on the client report. The number under the heading “responses” indicates how many survey responses were received. (The number of surveys sent and the number received can also be found on the Summary Reports). When analyzing survey data, the number of responses received should be taken into consideration.
- The final two statements on the client report give you some information about who the clients are by telling you what goods/services they request (broken down by percentages) and the dollar value of their work (broken down by percentages). The client report also provides the clients’ perception of the overall performance of your office and whether they have been provided feedback from previous PMAP surveys.
- Review the Highest Disagreement Report. This report depicts the five statements on the client report that show the highest level of disagreement. Management may choose to address some of the issues themselves, and/or form teams to work on others. Since this data is a reflection of clients’ perspectives, it is strongly suggested that clients participate on teams or, at a minimum, be contacted for their input on how processes could be changed to better serve them. Do not make the mistake of taking on too many issues at once. Review the Summary Report to identify the “like offices” that are best in class for the areas that your office might need to improve. Consider contacting those offices and reviewing their applicable processes to find out what they may be doing right.
- Narrative comments from clients should be reviewed and analyzed to determine if any suggested improvements or comments can/should be acted upon.
- Be sure to share results with clients and highlight both the good and the bad. This can be done several ways, but a personal meeting with clients where discussion can take place is recommended.

ANALYZING MANAGEMENT SURVEY RESULTS

As previously mentioned, management is requested to rate their organization on a 1-5 scale for each survey statement. After reviewing all survey statements and responses, select the statements that were answered with either a Level 2 or Level 1 response. Either management or a process action team should analyze these issues with the goal being “how can this be improved?” It would be helpful to discuss the results with the person who completed the survey

in order to completely understand why certain ratings were given. Be sure to select a manageable number of issues to work on. Start with the issues with the lowest ratings. Refer to the PMAP Handbook for a detailed discussion on each perspective and tools for further analysis. Review the Summary Report to identify the “like offices” that are best in class for the areas that your office might need to improve. Consider contacting those offices and reviewing their applicable processes to find out what they may be doing right.



Quality Work Environment

My organization provides sufficient work schedule flexibility.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

The quality of my working conditions (e.g., noise level, temperature, ventilation, cleanliness, lighting, etc.) is conducive to effective job performance.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

The capabilities of our information technology tools and equipment (e.g., computers, servers, printers, software applications, internet, intranet, e-mail, etc.) allow me to effectively perform my job.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

I receive training to support the evolving needs of my job.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

I receive adequate recognition (e.g., monetary awards, non-monetary awards, time-off awards, medals, letters of appropriation, pat-on-the-back, etc.) for good performance.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Leadership/Management

I view the contracting office as a professional acquisition organization.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Operations within the contracting office are conducted in an ethical manner.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

My organization is well respected by its clients.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Management emphasizes quality in our work products.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

I respect the leadership abilities of my immediate supervisor.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Acquisition policy information is effectively disseminated throughout my organization.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

My supervisor/team leader solicits my opinions and ideas on important matters.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

I am given the authority to make appropriate decisions.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Workload is fairly distributed within my work group.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Management steps forward to establish/sustain creative ways to build office morale.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Service/Partnership

A spirit of cooperation and teamwork exists between contracting and technical work groups.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Overall, good working relationships exist between my organization and our clients.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Management challenges employees to find ways to improve processes within the organization.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Mission Goals

I understand the mission and strategic direction of my organization.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Management measures performance against goals and objectives.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

My organization is committed to increasing client satisfaction.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

I work with my clients to ensure that, as a team, their needs and expectations are met.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree
Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

My organization continuously seeks innovative solutions to improve acquisition business processes/practices.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree
Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

General Information

Overall, how would you rate the quality of work life in your organization (check the one most appropriate answer)?

☐ Excellent ☐ Above Average ☐ Average ☐ Below Average ☐ Unsatisfactory

Have you been provided feedback results from previous PMAP Surveys?

☐ Yes ☐ No

Demographics

How long have you worked within the NAVFAC community?

☐ 0-3 years ☐ 4-6 years ☐ 7-9 years ☐ 10-12 years ☐ 13 or more years

How long have you worked at your current office?

☐ 0-3 years ☐ 4-6 years ☐ 7-9 years ☐ 10-12 years ☐ 13 or more years

How long have you worked in your current career field?

☐ 0-3 years ☐ 4-6 years ☐ 7-9 years ☐ 10-12 years ☐ 13 or more years

How many years of acquisition experience do you have?

☐ 0-3 years ☐ 4-6 years ☐ 7-9 years ☐ 10-12 years ☐ 13 or more years

What is your current DAWIA certification level?

☐ I ☐ II ☐ III ☐ N/A

What is the highest level of education you have completed?

☐ Some High School ☐ High School Graduate ☐ Some College ☐ College - Currently Enrolled
☐ College - Bachelors Degree ☐ College - Masters Degree ☐ College - PhD

What is your current age level?

☐ Less than 26 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ More than 55

Are you a Contract Employee?

☐ Yes ☐ No

Narrative Comments

From your perspective, please describe the most important thing we are doing exceptionally well as an organization.

From your perspective, please describe the most significant improvement we could make to enhance the effectiveness of the organization.



Timeliness

The contracting office works with me to develop acquisition strategies early in the planning process.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Contracting office planning is effective and results in delivery of timely goods/services.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

The contracting office provides access to the status of my requirements.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

The contracting office responds to my needs in a timely manner.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Goods/services are delivered when I need them.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Quality

Office personnel have knowledge of the goods or services being procured.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Office personnel display sound business judgment.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Contractors selected for award offer the best combination of quality and price.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Office personnel effectively manage modifications/delivery/task orders.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Office personnel provide effective contract inspection/acceptance.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Service/Partnership

The contracting office welcomes my participation in acquisition planning.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Contracting office personnel explain respective roles and responsibilities within the acquisition process.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Contracting office operations are conducted in an ethical manner.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

The contracting office is flexible in trying to meet my specific needs.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

The contracting office utilizes my technical expertise.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

The contracting office effectively balances the need to adhere to regulations with my needs.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

I am satisfied with the communication I have with contracting office personnel.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

The contracting office follows up with me to ensure the products or services I receive are satisfactory.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Mission Goals

The contracting office supports my organization's ability to achieve its mission.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

The contracting office is willing to consider alternative and innovative contracting methods.

Agreement - ☐ Strongly Agree ☐ Agree ☐ Neither Agree Nor Disagree ☐ Disagree ☐ Strongly Disagree

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

General Information

Which rating would you give the contracting office for overall performance?

☐ Excellent ☐ Above Average ☐ Average ☐ Below Average ☐ Unsatisfactory

Have you been provided feedback from previous PMAP Survey(s)?

☐ Yes ☐ No

Specify the primary goods/services you request: (check the appropriate response(s))

☐ ADP ☐ A-E ☐ Construction ☐ Environmental ☐ R&D ☐ Services ☐ Supplies ☐ Utilities ☐ Other

The dollar value of my contract actions is most often (Check the one most appropriate answer).

☐ Under \$100000 ☐ \$100000 to \$500000 ☐ \$500000 to \$1000000 ☐ Over \$1000000

Narrative Comments

From your perspective, please describe the most important thing we are doing exceptionally well as an organization.

From your perspective, please describe the most significant improvement we could make to enhance the effectiveness of our organization.

Naval Facilities Engineering Command

PMAP Client Survey



Acquisition Excellence

Our organization utilizes a Quality Management Plan (QMP)/Business Management System (BMS).

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

The QMP/BMS identifies critical acquisition processes.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

We conduct internal assessments relative to the QMP/BMS to ensure adherence to applicable laws and regulations.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Employees are engaged in the quality management process and are continually improving work products.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

We have established an acquisition planning process, consistent with overall goals and objectives.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

We have communicated the acquisition planning process to all employees.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Acquisition planning meetings are held to identify long range requirements, with active participation by all personnel involved in the acquisition process.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Contract specialists and technical managers jointly develop a plan of action and milestones (POA&M) for specific projects.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Clients participate as full partners in the decision milestones, selection of contract type, acquisition objectives, schedule formulation, and program execution phases of an acquisition.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

The acquisition planning process allows for feedback so it can be improved.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

We have established an effective process for selecting the appropriate contracting method (e.g., source selection, sealed bids).

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Selection decisions are designed to ensure that clients receive best value, price, and other factors considered.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Socioeconomic goals are communicated to all contracting office personnel and are utilized to evaluate progress and support the program.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

An effective system exists for managing and administering contracts to assure that clients receive a quality product or service.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

A process exists for the effective management of modifications/delivery/task orders.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Acquisition administration responsibilities are clearly assigned at the time of contract award.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Contractor performance is documented in accordance with Navy objectives (e.g., ACASS, CCASS, CPARS, etc.).

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Performance evaluations conducted under an ongoing contract or at the time of completion are retained, and shared with the contractor.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Contractor invoices are processed in a timely manner.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Contracts are closed out within the timeframes prescribed by FAR 4.804.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Service/Partnership

Acquisition team members (i.e., contracting/technical/client) are aware of their roles and responsibilities in the acquisition process.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

A spirit of cooperation and teamwork exists between contracting and technical work groups.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Effective communication channels exist between contracting and technical groups.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

An effective process is in place to ensure clients are informed of contract status throughout the procurement cycle.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Processes are in place to seek feedback from clients for improvement of products or services.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Efforts have been initiated to enhance the working relationship and instill a spirit of cooperation with contractors (e.g., partnering, alternative disputes resolution, etc.).

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

There is a good working relationship and spirit of cooperation with clients.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Clients are involved with contractor compliance issues (e.g., cost, delivery, technical, quality requirements).

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Client satisfaction has improved from the previous year.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Efficient Data Collection/Electronic Commerce

Existing automated systems allow for potential interface with other functional areas (e.g., client, finance, etc.).

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

FIS entries are accurate and timely.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

MIS generates timely, accurate, and useful reports.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

MIS data is used as a tool in analyzing and identifying areas for improvement.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

MIS data is utilized as a method to achieve workload balance and track work in progress.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Data is provided via network, diskette, or telephone and can be used by the next process step owner without employing paper.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Professional Workforce

How many acquisition workforce members meet DAWIA education requirements for their grade level?

Agreement - ☐ Above 98% ☐ 85-98% ☐ 68-84% ☐ 50-67% ☐ Under 50%

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

How many acquisition workforce members have graduated from a college or university with a bachelor's degree or higher?

Agreement - ☐ Above 98% ☐ 85-98% ☐ 68-84% ☐ 50-67% ☐ Under 50%

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

How many acquisition workforce members have at least 10 years acquisition experience?

Agreement - ☐ Above 98% ☐ 85-98% ☐ 68-84% ☐ 50-67% ☐ Under 50%

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

How many acquisition workforce members have experience in more than one functional area of contracting (i.e., construction, FSC, SAPs, etc.).

Agreement - ☐ Above 98% ☐ 85-98% ☐ 68-84% ☐ 50-67% ☐ Under 50%

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

What percent of acquisition personnel certified in their position have earned a minimum of 80 Continuous Learning Points?

Agreement - ☐ Above 98% ☐ 85-98% ☐ 68-84% ☐ 50-67% ☐ Under 50%

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Employees are adequately trained to use the equipment they have.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Employees and managers jointly determine training needs.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

An effective system is in place to ensure that all employees receive timely and pertinent training.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Individual Development Plans (IDPs) are established for all employees.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

IDPs consider the needs of the employees as well as the needs of the organization.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Opportunities for cross-training in various functional areas are offered to employees.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Mission Goals

Responsibility for quality, continuous improvement, and client satisfaction is shared by all members of the

organization.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Our organization measures its progress against goals and objectives in improving performance.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Short-term objectives concerning performance improvement have been established.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Our organization uses information from clients to evaluate and improve its operational performance.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Key performance processes and subprocesses identified in the QMP provide the necessary guidance to employees to effectively do their job and encourage alternatives to improve performance.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Employees are challenged by managers to find ways to improve the system.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

PMAP survey results are provided to clients/employees and feedback is solicited for improvement in work processes.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

PMAP survey results are analyzed and appropriate changes implemented as a result.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Management encourages employees to be innovative and seek alternative acquisition methods.

Agreement - ☐ Always ☐ Often ☐ Sometime ☐ Rarely ☐ Never

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Alternative acquisition methods have been developed and have been shared with other contracting offices.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Our organization has benchmarked with other contracting organizations to improve performance.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

Our organization takes a proactive approach in marketing products/services to existing/potential clients.

Agreement - ☐ Very great extent ☐ Great extent ☐ Some extent ☐ Little extent ☐ Very little extent

Importance - ☐ Essential ☐ Very Important ☐ Somewhat Important ☐ Slightly Important ☐ Not Important

NAVFAC Strategic Plan Metrics

Our organization has developed acquisition strategies and execution practices that monitor achievement of the acquisition percepts as defined in the ACQ Management Strategy Plan.

☐ Yes ☐ No

Percentage of transactions where purchase card is used as an ordering or payment vehicle:

☐ 13% or more ☐ 10-12% ☐ 7-9% ☐ 4-6% ☐ 0-3%

Narrative Comments

From your perspective, please describe the most important thing you are doing exceptionally well as an organization.

From your perspective, please describe the most significant improvement you could make to enhance the effectiveness of the organization.

Naval Facilities Engineering Command

PMAP Management Survey

The following Power Point presentation is provided for illustration purposes only. A separate Power Point file (inbrief_template.ppt), available for downloading, can be tailored for each PMAP On-Site Visit.

_____ DIVISION

Performance Measurement & Assistance Program (PMAP)

On-site Visit For:
(Office Name)

(Date of Visit)

sample



In-brief:

5 Questions:

- Who? (Identify team)
- What? (What is a PMAP?)
- Why? (Why are we visiting you now?)
- How? (How is our visit conducted?)
- When? (What is the schedule?)



Who Are We?

Team membership:

- _____, Team Leader
- (Lead from next office to be PMAP'd)
- Others as appropriate



What Is A PMAP?

Performance Measurement [and]
Assistance Program

PMAP is made up of 3 parts:

- Annual Survey
- On-Site Reviews
- Self-Assessments



What Is a PMAP? (Cont.)

- A change away from the old Procurement Management Review (PMR) focus on regulatory/statutory compliance to a multi-faceted program measuring quality & client satisfaction.
- PMAP focuses on the 5 perspectives of the “Balanced Scorecard.”



What Is a PMAP? (Cont.)

5 Balanced Scorecard Perspectives:

- **Client:** How do our clients see us?
- **Employee:** How do our employees see us?
- **Learning & Growth:** How can we continue to improve and create value?
- **Internal Business Practices:** What must we excel at?
- **Financial:** How do we look to the taxpayers?



Why Are We Here Now?

- 3 Year Cycle
- Last visit:
- Issues/Topics from last visit:
- Any specific areas or issues you would like us to assist you with?



How Do We Conduct Our Visit?

- With a MINIMUM of disruption to you and your staff.
- Using open communication – no surprises.



How Do We Conduct Our Visit? (Cont.)

What we do:

- Assess the office against the 5 BSC Perspectives
- Validate your Business Management System
- Validate the Annual Survey results
- Look for Smart Business Practices
- Conduct training/answer questions/take issues back to ____DIV



How Do We Conduct Our Visit? (Cont.)

How do we do that?

- File Reviews
- Interviews
 - With Management
 - With Employees
 - With Clients
 - With Internal Business employees



What Is the Schedule for the Visit?

- In-Brief (Day 1)
- Interviews/File Reviews (Day 2 & 3)
- Out-Brief and discussion of draft final report (Day 3 or 4)
- Available to provide daily summaries, if desired



Conclusions

We are here to assist you – please let us know how we can best do that.

Thank you for your cooperation and assistance!





Contracting Personnel

1. Tell me what your role is in the ACQ process?

2. Do you use the BMS and have access to it?

3. How are the working conditions (e.g. noise level, temperature, ventilation, cleanliness, space, lighting)?

4. Do you feel the development of your IDP is a collaboration effort between you & your supervisor? Do you feel you get adequate training for your position?

5. What is your understanding of the technical interface for AROICCS, CONREPS, ETS, and QAE's?

6. What improvement or positive changes have you seen take place within the last year or so?

7. Tell me your perception of who your client is?

(continues)



SAMPLE INTERVIEW QUESTIONS

Naval Facilities Engineering Command



EMPLOYEES

(continued)

5. What is your understanding of the contracting officer and contract specialist roles?

6. What improvement or positive changes have you seen take place within the last year or so?

7. Tell me your perception of who your client is.

8. Do you feel the whole ROICC office acts in tandem as a team? (Technical/Contracting)

9. What obstacles do you feel prevent you from performing your job?

10. If you were ROICC for the day, what one thing would you change?









2





(continued)



The following Power Point presentation is provided for illustration purposes only. A separate Power Point file (debriefing_template.ppt), available for downloading, can be tailored for each PMAP On-Site Visit.

_____ DIVISION

Performance Measurement & Assistance Program (PMAP)

On-site Visit For:
(Office Name)

(Date of Visit)

sample



Out-brief:

5 Perspectives:

- Client (How do our clients see us?)
- Employee (How do our employees see us?)
- Learning & Growth (How can we continue to improve and create value?)
- Internal Business Practices (What must we excel at?)
- Financial (Under Development)



Client Perspective:

Observations:

- Client Comments:
- Areas of Excellence:
 - Example
 - Example
- Opportunities for improvement
 - Example
 - Example
- PMAP Team Recommendations:
 - Recommendation #1



Employee Perspective:

Observations:

- Employee Comments:
- Areas of Excellence:
 - Example
 - Example
- Opportunities for Improvement
 - Example
 - Example
- PMAP Team Recommendations
 - Recommendation #1



Learning & Growth Perspective:

Observations:

- Areas of Excellence:
 - Example
 - Example
 - Example
- Opportunities for Improvement:
 - Example
 - Example
 - Example
- PMAP Team Recommendations:
 - Recommendation #1



Internal Business Perspective

Observations:

- Areas of Excellence:
 - Example
 - Example
 - Example
- Opportunities for Improvement:
 - Example
 - Example
 - Example
- PMAP Team Recommendations:
 - Recommendation #1



Validation of the Annual Survey:

Survey Results:

- Result #1:____. We did/did not validate.
Explanation:
- Result #2:____. We did/did not validate.
Explanation:
- Result #3:____. We did/did not validate.
Explanation:



Smart Business Practices:

- What we're taking away:
 - Example #1
- What we're leaving behind:
 - Example #1



Training:

- Training we conducted:
 - Example #1
- Training needs we identified:
 - Example #1



PMAP Team Action Items:

What we're taking back to ____DIV for further action:

- Example #1
- Example #2



Final On-Site Visit Report

- Draft left with the PWO/DROICC.
- Final report issued within 30 days.
Any substantive changes from the draft will be communicated to you before the final report is signed out.
- Response to report is due 90 days after final report is issued.



Post On-Site Survey

- Issue electronically by the NAVFAC PMAP Team in Pt. Hueneme to the head of the office.
- Please provide an honest assessment of our visit: what you liked, what you didn't like, and any suggestions.



Performance Measurement & Assistance Program (PMAP)



Naval Facilities Engineering Command



Conclusions

Thank you for your cooperation and assistance!

If any member of the PMAP Team can be of any additional assistance to you, please let us know.



The following PMAP OSV Report template is provided for illustration purposes only. A separate Word document (rpt_template.doc), available for downloading, can be tailored for each PMAP On-Site Visit.

OSV REPORT TEMPLATE

TABLE OF CONTENTS

Program Overview

Introduction

Current Health of the Organization

The Perspectives

Client Perspective

Employee Perspective

Learning and Growth Perspective

Internal Business Perspective

Financial Perspective

Files Reviewed

Sample Summary of Performance Measures

Sample Three-Year Comparison Spider

Sample OSV Report Letter

Use of this report template is REQUIRED for all NAVFAC On-Site PMAP Reports. It is designed to provide structure and standard for On-site PMAP Reports, but is not designed to be a fill-in-the-blank format. This template is not a stand-alone document and must be read in conjunction with the PMAP Primer.

Program Overview

Insert the following text and graphic at the beginning of the report:

The Performance Measurement and Assistance (PM&A) Program utilizes a “Balanced Scorecard” (BSC) framework, which sets objectives and measures organizational performance from five distinct perspectives:



Introduction

This section should give a brief description of the visit. Provide a snapshot of the activity, such as a brief overview of their mission, vision, organizational structure, staffing, product/service line, list of supported field activities/locations, and client base.

Include the following introductory statements:

An on-site assessment visit was held at (*name of activity*) during the period (*date of visit*). The PMAP assessment was conducted pursuant to the Navy Acquisition Procedures Supplement (NAPS) and the NAVFACENGCOM P-68 Contracting Manual. The PMAP team consisted of the following individuals:

Current Health of the Organization

From a reader's standpoint, this section may be the most important part of the report. Remember that senior leadership will not always have time to read the entire report. This segment should read as an independent, cohesive summary of the on-site visit.

Address areas of excellence and/or improvement relative to the acquisition process. Discuss the overall survey results as they relate to the current environment. Indicate where OSV interviews corroborate survey results and identify any discrepancies. Identify key employee and client concerns, noting where activity has made improvements. Discuss the activity's internal assessments: what, if anything, they found, and what they did to correct any problem areas. Include your conclusion as to the overall health of the organization.

Also discuss the activity's guiding principles including values, performance expectations, client focus, and commitment to continuous learning and identify the activity's strategy for attracting clients.

The Perspectives

Each perspective in the PMAP Scorecard has specific goals and measures. This is the section for you to discuss, analyze, and relate the activity's processes back to the five scorecard perspectives. Be sure to address all the goals for each perspective. Focus on the current status of the office, not the status from the previous OSV. Explain how you validated the current status in the introduction to each section, i.e. by reviewing the QMP/BMS, contract files, and the PMAP survey management self-assessment, and through interviews with employees and clients. Identify any changes in the organizational structure, personnel, client base, etc.

Discuss the activity's internal assessments: when they were conducted, what, if any, issues they found, and what corrective actions they made. Specifically, you are looking for what the activity has done to make improvements from the last OSV. Indicate if there was insufficient time.

When addressing each perspective, it is unnecessary to repeat percentages contained in the reports and spider chart(s). A thorough analysis that relates each perspective goal to the current status of the organization is of greater value to the organization.

Any areas of concern you identify should be tied back to the QMP/BMS and the appropriate perspective. Identify the portion of the QMP/BMS that needs to be revised. If an area of concern cannot be tied directly to a QMP/BMS process (such as interpersonal and organizational concerns/suggestions), you should reference the Acquisition Management Strategy, Business, or Performance Plan, if applicable.

Also identify, by name, a “process owner” or individual (typically the ROICC/CCO or lead contract specialist) responsible for the maintenance and update of the QMP/BMS.

Note: Systemic statutory/regulatory problems must be identified in the report. This is a necessary step in assuring the accountability of the contracting office and the integrity of the acquisition process.

Begin each perspective section with a brief overview. Give a succinct summary of the assessment process used to review the perspective. When relevant, note any internal or external circumstances that affect operations, smart business practices, and new initiatives.

Use “Areas of Excellence” and “Areas for Improvement” to clarify and define the assessment of each perspective.

Areas of Excellence:

Clearly identify and discuss those areas or processes where the activity excels. Use examples to validate positive survey results and be sure to identify smart business practices. Identify any initiatives to improve processes and achieve goals.

Example:

Clients praised the OICC/ROICC’s awareness of the importance of timely actions being taken, reflecting a clear understanding and adoption as their own of the client’s needs. In those certain instances where it is needed, the OICC has demonstrated a willingness to become involved in order to meet specific client schedule requirements. Following award, when the inevitable field issues arise, the ROICC takes quick action to resolve the issue promptly.

Areas for Improvement:

Clearly identify, in a constructive manner, those areas or processes in which the activity needs to improve. Be succinct and to-the-point. Recommendations should be tied to process changes, which standardize and improve the overall contracting office operation.

Example:

Clients expressed concerns that a lack of resources contributes to actions taking longer than desired and are attributable to the lack of adequate inspection. From the client's perspective, the ROICC employees do not have time to manage the project and perform quality assurance functions, as well. This could be a result of the clients not understanding quality assurance vice quality control; however, this area may require further investigation or client education. Clients also believe that NAVFAC does not market itself well and feel that other major SYSCOMS have better marketing approaches. Some clients were concerned that Salt Lake City ROICC may consider Regional Contracts as a "panacea" for all contract requirements. They believe that the Regional Contracts are not the best choice for small dollar projects. Salt Lake City ROICC needs to ensure that clients are aware of the tools in place for the smaller dollar projects. Interviewed clients validated the survey results that clients did not receive feedback from the "2000 PMAP Survey".

Following are recommendations, which may help Salt Lake City ROICC improve the clients' perspective on the above issues.

- 1. Develop a communications strategy that will inform clients on advantages of having NAVFAC as their key service provider.*
- 2. Review the inspection and acceptance process, seek input from clients, and apprise clients of quality assurance validation reports when they are completed. Salt Lake City ROICC should ensure that the ROICC and clients have common expectations and continue to educate clients on Quality Assurance versus Quality Control.*
- 3. Review the acquisition strategy for small projects and ensure the clients understand the benefits of selected strategies.*
- 4. Close the feedback loop with clients by letting them know their concerns were heard and advising them of efforts planned to improve the service.*

Assessment of Client Perspective – Timeliness, Quality, & Service Partnership

GOAL: Improve the delivery, quality, and cost of products and services to clients. Program and contracting offices work in a responsive environment where proactive actions facilitate improvements.

This perspective focuses on the client's satisfaction with the timeliness of the activity's acquisition planning activities and procurement processing; timeliness and quality of goods and services being delivered; and responsiveness, cooperation and level of communication between clients and the contracting organization.

Areas of Excellence:

Areas for Improvement:

Assessment of Employee Perspective – Professional Workforce, Quality Work Environment, & Leadership-Management

GOAL: Recruit, re-skill, and retain a professional acquisition workforce. Provide a positive working environment that enhances job performance. Conduct acquisition business in an efficient and ethical manner, free of organizational conflicts of interest, providing goods and services that represent the best value to the Government and taxpayers.

This perspective focuses on factors that produce a professional workforce, promote a quality work environment and demonstrate effective leadership-management. Such factors include, but are not limited to: level of education, experience, and training and development of the acquisition workforce; employees' degree of satisfaction with tools available to perform their job effectively; mechanisms in place to ensure effective communications to accomplish job requirements; physical configuration of employees' work spaces (e.g., ergonomics); and employees' perception of the organization's professionalism and organizational values.

Areas of Excellence:

Areas for Improvement:

Assessment of Learning and Growth Perspective – Mission Goals

GOAL: Contracting organizations provide a protocol for continuous improvement for achieving the overall mission of the acquisition process.

The goal of this perspective is to provide the contracting organization with a standard for continuous improvement while achieving overall mission goals. Factors to consider include, but are not limited to: the extent the activity has clearly articulated its mission, goals, and objectives, how well management communicates support for continuous

improvement, and the degree to which technology used to improve the information flow between the contracting office and clients.

Areas of Excellence:

Areas for Improvement:

Assessment of Internal Business Perspective – Acquisition Excellence; Accurate, Timely, and Efficient Data Collection; & Electronic Commerce

GOAL: Achieve acquisition excellence, in order to obtain timely delivery, of fair priced, high-quality goods and services. Accurate, timely, and efficient management information is collected for the acquisition process.

The goals of the internal business perspective are acquisition excellence (the optimum quality of the acquisition process) and the capability to collect accurate, timely and efficient data. The perspective focuses on factors such as the effectiveness of the activity's acquisition strategy, compliance with applicable laws and regulations, evidence and effectiveness of workforce planning, stability and efficiency of existing MIS, and status of organizational checks and balances (internal reviews?).

Areas of Excellence:

Areas for Improvement:

Assessment of Financial Perspective – Maximize Cost Savings/Cost Avoidance

GOAL: Maximize the saving or avoidance of cost through the deliberate efforts of the acquisition team, either acting on its own or in concert with its program offices and clients.

The goal of the financial perspective is to maximize savings or avoid cost, i.e., the ability to deliver maximum value to the client. The perspective focuses on how effectively an activity uses the purchase card as an ordering or payment vehicle and whether effective savings and cost avoidance systems are in place. Other factors may include claims avoidance techniques and time and/or cost saving innovations that can be shared as best practices.

Areas of Excellence:

Areas for Improvement:

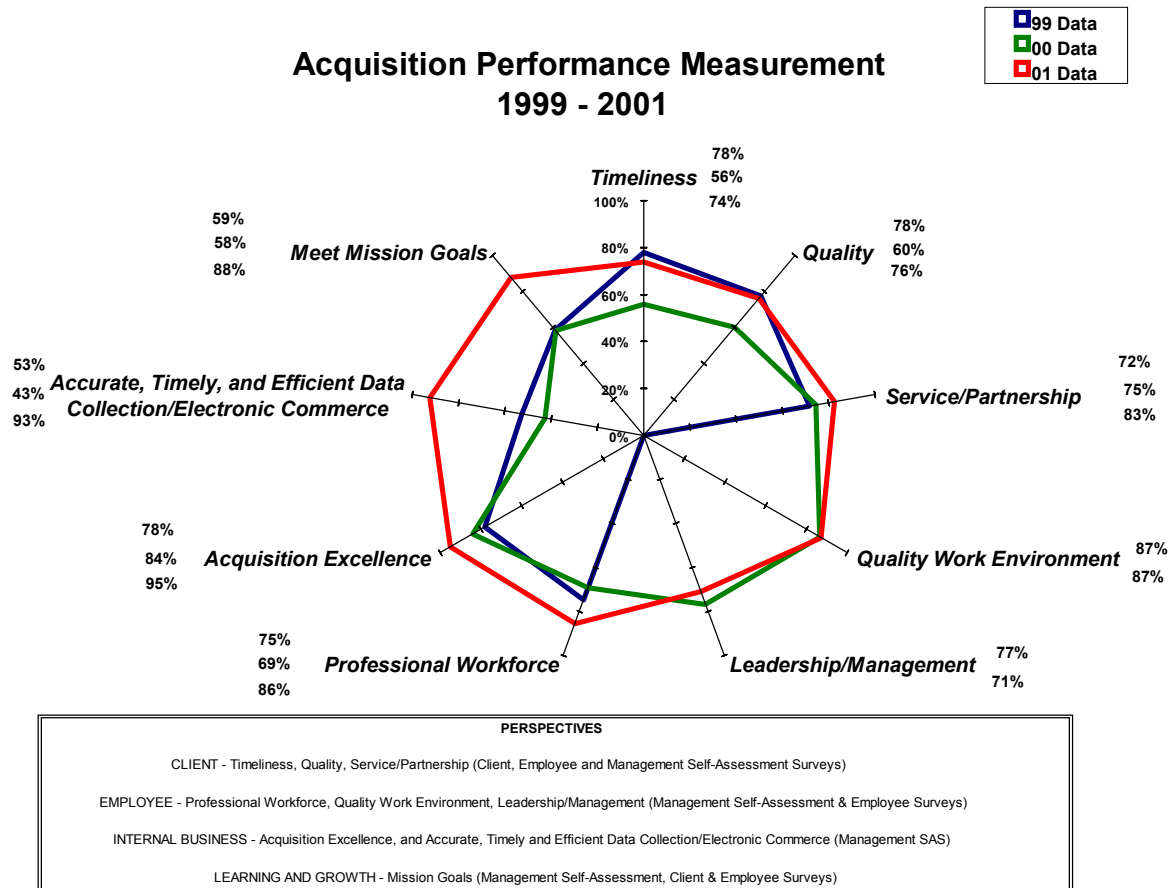
Files Reviewed (listed)

Summary of Performance Measures - Example

	CATEGORY	1999 Survey Results	2000 Survey Results	2001 Survey Results
	Client Survey			
	Timeliness <i>(5 questions)</i>			
	Quality <i>(5 questions)</i>			
	Service/Partnership <i>(9 Self Assessment, 3 Employee, & 8 Client questions)</i>			
	Employee Survey			
	Quality Work Environment <i>(5 questions)</i>			
	Leadership/Management <i>(10 questions)</i>			
	Self Assessment Survey			
	Professional Workforce <i>(11 questions)</i>			
	Acquisition Excellence <i>(20 questions)</i>			
	Accurate, Timely, and Efficient Data Collection <i>(8 questions)</i>			
	Mission Goals <i>(2 Client, 5 Employee, & 12 Self Assessment questions)</i>			
	Employees Surveyed			
	Employee Surveys Received			
	Clients Surveyed			
	Client Surveys Received			

Note: Extract the numbers for surveys sent/received and values for each Category from the Survey Archives section of the Data warehouse. This data can be found in the Summary Reports for each year. The values for the Categories can be found in the “Raw Data” section of the report.

Three-Year Comparison Spider - Sample



Draft PMAP OSV Letter

From: Commander, Naval Facilities Engineering Command

To: (CO, ROICC, CCO), Activity Name

Subj: PERFORMANCE MEASUREMENT AND ASSISTANCE PROGRAM
(PMAP) ON-SITE ASSESSMENT VISIT (Dates of Visit)

Encl: (1) (Activity Name) On-Site Visit Assessment (Report 01-02)

1. (PMAP Team) conducted an on-site assessment visit of (Activity Name) during the period (dates of visit).

2. Enclosure (1) contains the PMAP Team's assessment of (Activity Name) relative to the overall health of the organization as well as suggestions to help effect changes for improved acquisition management and enhanced client satisfaction.

3. Please identify the recommendations you are taking for action and your Plan of Action and Milestones (POA&M) within 30 days from the date of this report. Your PMAP Coordinator is available to assist in any way to help make improvements and achieve your goals. Please address your response to (PMAP coordinator) at (e-mail address).

4. I would like to thank you and your staff for the cooperation and support extended to the PMAP Team during this on-site assessment visit.

(Commanding Officer or 02)

Copy to:
NAVFAC IG